

POLICY AND MANAGEMENT - EC  
ENERGY CONSERVATION  
(dollars in thousands)

**I. Mission Supporting Goals and Objectives:**

**A.1. Headquarters Staffing Functions for Program Management**

The critical Headquarters functions in the Policy and Management Category include: (1) Headquarters Executive Management; (2) Headquarters Project Management; (3) oversight of Program and Contract Implementation at the Golden Field Office; and (4) oversight of grant administration, promotion of regional energy-related planning and liaison between states and other major partners at the Regional Support Offices. These staff perform all project management activities associated with the programs, ranging from policy development and long-range planning to general administration including functions such as: (1) preparation of technical research and development plans; (2) assessment of scientific and technical needs and priorities; (3) development and defense of budgets; (4) review, evaluation and funding of research proposals; (5) monitoring, evaluation, and directing laboratory work and allocation of resources; (6) oversight of university and industrial research programs; (7) control of interagency liaison and negotiations; (8) development of corporate goals, multi-year planning, corporate formulation of budget requests and presentation and explanation of those requests; (9) management and execution of corporate-level and crosscutting communications, information transfer and outreach to EERE customers and stakeholders; (10) policy analysis, program benefits assessment, performance measurement and program performance assessment.

**A.2. Golden Field Office Staffing Functions for Program Management**

The Golden Field Office responsibilities include: (1) Program and Contract Implementation; (2) grant administration, promotion of energy-related planning and liaison between other major partners. These staff perform all project management activities associated with the programs, including functions such as: (1) preparation of technical research and development plans; (2) assessment of scientific and technical needs and priorities; (3) review, evaluation and funding of research proposals; (4) monitoring, evaluating and directing laboratory work and allocating resources; and (5) oversight of university and industrial research programs. These staff have a significant level of responsibility in the implementation of relevant portions of the Energy Policy Act of 1992 (EPACT).

**A.3. Regional Support Office Staffing Functions for Program Management**

Expand responsibilities of the Regional Support Offices to include: (1) implementing "reengineered" grant making functions initiated in FY 1996 to enhance the flexibility of grantees in choosing how to best achieve the goals of increased deployment of energy efficiency and renewable energy technologies and practices; (2) facilitating and promoting energy-related planning and collaborating with regional interests to ensure that EERE programs and technologies are effectively deployed at the State and local levels. (3) informing EERE Headquarters Program Offices of regional, state and local issues, actions and opportunities; (4) providing limited technical assistance for State Consolidated Grants; and (5) representing EERE interests through participation in such activities as Regional Federal Executive Boards, Regional Energy Boards, Energy Councils, and other energy-related issues and organizations. The Regional

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Support Offices perform a vital role in the identification and facilitation of EERE activities with and between the States and major partners.

A summary of the staffing supported in the Policy and Management request follows:

FTE Data	FY 1997	FY 1998	FY 1999
Headquarters	60	51	45
Golden Field Office	25	35	36
Regional Support Offices	<u>105</u>	<u>117</u>	<u>121</u>
<b>Totals</b>	<b>190</b>	<b>203</b>	<b>202</b>

**B1. Contractual Support for Program Management and Crosscutting Functions**

Contractual Services for Program Management at Headquarters, the Golden Field Office and the Regional Support Offices include rent, utilities, communications, printing, supplies and materials, and transportation. In addition, certain outside, independent expertise is required to assist Headquarters and Field staff with technical and financial analyses in a cost effective manner. This expertise is required in the areas of: (1) Program and Contract Evaluation; (2) Performance Measurement and acceleration of continuous improvement efforts to enhance the productivity and performance of the workforce; (3) Information dissemination to and coordination with customers and stakeholders; (4) technical analysis of policies, standards, and proposed legislation on EERE's ability to execute the authorized and appropriated programs effectively (for example: evaluating the effects of climate change, and better understanding how Clean Air Act implementation can be improved).

**B.2. Expected Benefits**

The most important benefit of the staffing and contractual support in Program Management and Crosscutting functions is the ability for the EERE program to consolidate and coordinate its diverse array of energy efficiency programs into one strategically aligned program. The program also benefits through consistency of program benefits and performance measures. A number of EERE's research and development activities are crosscutting; coordination is critical, not only among sectors, but also with other Federal programs and industry.

Policy and Management's efforts also lead to consistent performance measurement and program evaluation. Performance measures and estimates of program benefits, cited throughout this budget request, were developed or facilitated through this function. These staff perform the pivotal functions in implementation of relevant portions of the Energy Policy Act of 1992 (EPACT) and the Government

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Performance and Results Act of 1993 (GPRA). The benefits of contracting outside expertise include: (1) independent reporting of results; (2) honest broker function with customers and stakeholders; and (3) cost effective analysis.

### **C.1. International Market Development**

The International Market Development programs strive to increase the exports of energy efficiency technologies which leads to a stronger domestic market. By addressing market barriers, the programs "pull" rather than "push" the technologies into the marketplace, thereby bringing domestic economic growth and jobs, a cleaner environment, and a lower price for these technologies now and in the future in all markets.

This program uniquely serves the energy efficiency industry by identifying market opportunities, assisting in infrastructure building and emphasizing information dissemination and exchange. This program strengthens the U.S. energy efficiency industry's ability to effectively meet increasingly aggressive competition from the European Community and Asia in a world-wide market for energy efficiency products and services estimated to be at least \$84 billion per year. The International Market Development programs promote U.S. exports through a variety of projects described below. These projects target key markets (particularly in countries-in-transition and developing countries) with a final goal of maximizing U.S. private sector participation.

The Committee on Energy Efficiency Commerce and Trade (COEECT) coordinates the energy efficiency export activities of U.S. Federal Agencies and provides a venue for the private sector to provide input into Federal export programs and policy to ensure they benefit and strengthen U.S. industries.

Energy Efficiency Centers provide "port of entry" assistance to the U.S. industries in specific geographical regions, offer access to local energy decision makers, and assist in the development of energy efficiency standards. This assistance helps to create markets for U.S. energy efficiency technologies. By facilitating contacts between U.S. businessmen and local decision makers, the Energy Efficiency Centers have been instrumental in increasing U.S. exports and provide an excellent complementary resource to the COEECT programs. Additionally, the Centers are repositories of local legal, technological and cultural data vital to business success in these specific regions.

Programs such as Asia Pacific Economic Cooperation (APEC), Center for the Analysis and Dissemination of Demonstrated Technologies (CADDDET), and Greenhouse Gas Technology Information Exchange (GREENTIE) seek to obtain and share information on market opportunities and cutting edge technologies being demonstrated by other countries. Each of these programs holds workshops and seminars on U.S. technologies, develops information systems and databases on efficient technologies, develops region-specific product and service registers and vendor lists, and forms and supports region-specific private sector liaison groups for U.S. energy efficiency technology cooperation.

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### **C.2. Estimates of Benefits**

The International Market Development programs yield benefits to the environment and the domestic and international economy. Reduced energy use in countries purchasing U.S. energy efficiency technologies creates greater market pull, increases economic growth in these countries as well as the U.S., creates domestic jobs and Federal tax revenues, as well as protecting the environment through reduced energy intensity.

### **C.3. Performance Measurements**

1997

- Set deployment strategies with the assistance of U.S. industries that include trade missions and technical assistance
- Increase local contacts for U.S. business in countries which have Energy Efficiency Centers
- Improve information dissemination and data exchanges between U.S. businesses and buyers in other countries through CADDET, APEC, and GREENTIE

1998

- Improve coordination of Federal export assistance
- Increase export activities in Latin America
- Increase contacts between U.S. firms and local experts and buyers through the Energy Efficiency Centers
- Link information dissemination and data exchanges accomplished through APEC, CADDET and GREENTIE to U.S. exports

1999

- Increase exports of energy efficiency technologies in key markets
- Increase in Federal tax revenues resulting from exports
- Link information dissemination, technical assistance and participation in international organizations to export increases

### **D.1. Information and Communications**

The Information and Communications activities continue to support the Department of Energy's effort to disseminate information about energy efficiency and renewable energy technologies to customers and stakeholders through the Energy Efficiency and Renewable Energy Clearinghouse (EREC) and the Energy Efficiency and Renewable Energy Network (EREN).

EREC will continue to support a comprehensive program to provide tailored information and technical and business assistance to individuals, small businesses, and State and local governments -- adding value to EERE's efforts to achieve the effective use of energy efficiency and renewable energy technologies.

Through EREN, existing State, private and laboratory databases which provide details on demonstrated technologies and other technical information will be linked to facilitate the efficient exchange of information through the Internet.

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These programs reduce market barriers by directly educating consumers at the Federal, State, local and individual level. The objectives of the program are to: (1) provide accurate and unbiased information on energy efficiency and renewable energy technologies to the public so that EERE's customers can make informed decisions in the marketplace, resulting in an increase in the adoption of renewable energy and energy efficiency technologies and efficient energy practices; (2) raise the general awareness of the state-of-the-art energy efficiency and renewable energy technologies.

### **D.2. Estimate of Benefits**

Educating the public and businesses of the benefits of energy efficiency and renewable energy technologies is evidenced by: (1) increased domestic sales and exports of energy efficiency and renewable energy products and services; (2) increased market acceptance of emerging technologies and recognition of the benefits of these technologies; (3) increased market size and capacity for these technologies.

### **D.3. Performance Measures**

1997

- EREC responded to 111,017 inquiries based on funding levels
- EREN realized 20% increase in development and usage over previous year
- EREC and EREN achieved a 95% customer satisfaction rating (evaluated through surveys and user feedback)

1998

- EREC responds to 60,000 inquiries based on funding levels
- EREN realizes 10% increase in development and usage over previous year
- EREC and EREN will maintain a 95+% customer satisfaction

1999

- EREC responds to 95,000 inquiries based on funding request
- EREN maintains 10% increase in development and usage over previous year
- EREC and EREN maintain a 95+% customer satisfaction rating (evaluated through surveys and user feedback)

### **E.1. Centers of Excellence**

The Centers of Excellence are a new concept for improving the delivery of diverse programs to entire communities. The Centers are the Center of Excellence for Sustainable Development (CESD) at the Denver Regional Support Office (piloted in FY96), and the Center of Excellence for National Disaster Remediation (CENDR) at the Atlanta Regional Support Office (to be established in FY99). Both Centers of Excellence will provide the Department of Energy with a liaison to State, local government and other entities to serve as a central point for the dissemination of information concerning energy efficiency and renewable energy technologies for development and disaster recovery, and provide and arrange for technical assistance for State, local government and other entities.

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E.1.a. The CESD was begun as a pilot project through existing directed funds at the Denver Regional Support Office in March 1996 in response to requests for technical assistance from local governments. The Denver Regional Support Office restructured its mechanism for responding to constituent requests by forming the CESD. CESD's functions are to (1) provide technical assistance to State and local governments as well as individuals and other entities, in using energy efficiency and renewable energy technologies to meet their economic and environmental goals; (2) provide tools, manuals, case studies and other forms of assistance through a variety of mediums to help local governments invest existing Federal development resources in ways that maximize local and national economic, energy and environmental benefits; and (3) assist local governments in accessing related technical and financial assistance programs from other Federal, state and private organizations. Under the pilot, CESD provided technical assistance and training to several local governments and organizations, as well as developing a coordinated multi-lab program to ensure the effective provision of technical assistance. CESD also created a World Wide Web site as an efficient means of disseminating information on how local governments can create and implement strategies in which energy technologies are used to achieve economic and environmental benefits simultaneously.

E.1.b. CENDR was envisioned after severe flooding which resulted in an energy crisis in the city of Grand Forks, North Dakota. The Atlanta Regional Support Office responded quickly to the city's request for assistance and worked closely with DOE's Office of Emergency Management, the Federal Emergency Management Agency, the Housing and Urban Development Agency, and the General Services Administration to procure and contract for the installation of thousands of Ground Fault Temporary Service hookups for residents without power. As a result of this and other experiences, officials recognized the opportunity for energy efficiency and renewable energy technologies in improving disaster recovery assistance. CENDR will be created to (1) promote the use of energy efficiency and renewable energy technologies to mitigate initial loss on natural disasters, and aid in the immediate response to address vital needs following a natural disaster; (2) provide emergency planning and response organizations with the information and technical assistance necessary to conduct fast and effective recovery from natural disasters, mitigate loss from future disasters, and rebuild infrastructure utilizing energy efficiency and renewable energy technologies; and (3) assist state energy offices in updating emergency management plans in a unified style and fashion.

### **E.2. Estimate of Benefits**

Under the CESD pilot and the Atlanta Regional Support Office's ad-hoc efforts, several significant benefits have already been realized. CESD created a "Virtual Lab" with eight national laboratories to integrate and consolidate the technical assistance available to State, local governments and other entities. CESD entered into partnerships with and provided grants to several organizations of local officials responsible for planning and development to include energy efficiency and renewable energy in their plans (organizations include the U.S. Conference of Mayors, the National Association of Counties, the American Planning Association, the National Association of State Energy Offices, Empowerment Zones and Enterprise Communities). CESD has provided training to several organizations which has resulted in opportunities for technology deployment at State and local levels (organizations include International City-County Managers Association and the National Association of State Energy Offices).

The Atlanta Regional Support Office responded to communities requesting assistance with disaster relief, created partnerships with DOE's Office of Emergency Management, the Federal Emergency Management Agency, Housing and Urban Development Agency, General Services Administration for more effective assistance to local governments and others hit by natural disasters, held a

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pre-hurricane workshop with many private sector representatives and emergency management officials from Guam, Hawaii, Puerto Rico, the Virgin Islands and from throughout the southeastern U.S. on electric power interruption, and assisted State governments with improved disaster planning in areas affected by recurring natural disasters, including hurricanes, tornadoes, floods, etc.

### **E.3. Performance Measures**

1999

- Create the Centers of Excellence for Sustainable Development and National Disaster Remediation
- Based on the level of funding, CESD provides technical assistance to 10-20 State and local governments and other entities
- Based on level of funding, CENDR provides technical assistance to 10-20 State and local governments and other entities
- Increase technical assistance provided by the "Virtual Lab" to State and local governments and other entities
- Increase resources provided through the Internet and usage of Websites

### **F.1. Strategic Policy Initiatives**

The Department has identified several key Climate Change issues which require technical analysis and evaluation. These issues include low-carbon electricity restructuring, credit incentives and trading, and economic, scientific and programmatic impacts of proposed climate change initiatives. Substantial analysis is required to design a rational and effective policy to meet greenhouse gas emission goals. Without this analysis in the early phases of policy development, cost-effective programs such as crediting may fall short of their potential. Analysis activities supported in this category will ensure that the Department and the Administration facilitate the maximum effectiveness of public and private sector commitments in greenhouse gas emission goals.

### **F.2. Estimate of Benefits**

A comprehensive climate change analysis will provide critical information in a number of important areas including the greenhouse gas emissions benefits expected to flow from competitive electricity markets, the economic benefits of "early banking" provisions for greenhouse gas reductions, projected energy and emissions paths for key developed and developing countries, and the design of modalities for international emissions trading and the clean development mechanism that can substantially reduce costs to U.S. industry.

### **F.3. Performance Measures**

- Comprehensive climate change analysis produced and disseminated

## II. A. **Funding Table:** POLICY AND MANAGEMENT - EC

Program Activity	FY 1997 Enacted	FY 1998 Enacted	FY 1999 Request	\$ Change	% Change
Policy and Management					
Headquarters					
Salaries and Related Expenses . . . . .	\$ 4,398	\$ 3,425	\$ 3,990	\$ 565	16%
Contractual Services . . . . .	3,000	4,069	11,262	7,193	177%
Subtotal Headquarters . . . . .	\$ 7,398	\$ 7,494	\$ 15,252	\$ 7,758	104%
Golden Field Office					
Salaries and Related Expenses . . . . .	\$ 2,655	\$ 3,896	\$ 4,018	\$ 122	3%
Contractual Services . . . . .	1,850	650	772	122	19%
Subtotal Golden Field Office . . . . .	\$ 4,505	\$ 4,546	\$ 4,790	\$ 244	5%
Regional Support Offices					
Salaries and Related Expenses . . . . .	\$ 7,421	\$ 8,101	\$ 8,741	\$ 640	8%
Contractual Services . . . . .	2,979	4,289	6,249	1,960	46%
Subtotal Regional Support Offices . . . . .	\$ 10,400	\$ 12,390	\$ 14,990	\$ 2,600	21%
Subtotal, Policy and Management . . . . .	\$ 22,303	\$ 24,430	\$ 35,032	\$ 10,602	43%
International Market Development Program.	\$ 2600	\$ 2600	\$ 2900	\$ 300	12%
Information and Communications Program	1,500	1,550	2,000	450	29%
Centers of Excellence . . . . .	0	0	2,000	2,000	100%
Strategic Policy Initiative . . . . .	0	0	2,500	2,500	100%
Total, Policy and Management - EC . . . .	<u>\$ 26,403</u>	<u>\$ 28,580</u>	<u>\$ 44,432</u>	<u>\$ 15,852</u>	<u>55%</u>

## II. B. **Laboratory and Facility Funding Table:** POLICY AND MANAGEMENT - EC

All Other . . . . .	<u>26,403</u>	<u>28,580</u>	<u>44,432</u>	<u>15,852</u>	<u>55%</u>
Total, Policy and Management - EC . . . .	<u>\$ 26,403</u>	<u>\$ 28,580</u>	<u>\$ 44,432</u>	<u>\$ 15,852</u>	<u>55%</u>



### III. Performance Summary: POLICY AND MANAGEMENT - EC

Activity	FY 1997	FY 1998	FY 1999
Policy and Management - Headquarters - Salaries and Related Expenses	<p>The following is a breakdown of the funding by Object Class:</p> <p>HQ POLICY AND MANAGEMENT - ENERGY CONSERVATION</p> <p>11.9 Personnel compensation \$3,708</p> <p>12.1 Civilian personnel benefits \$980</p> <p>21.0 Travel and transportation of persons \$173</p> <p>22.0 Transportation of things \$0</p> <p>25.1 Advisory and assistance services \$0</p> <p>25.2 Other services \$3,846</p> <p>26.0 Supplies and Materials \$32</p> <p>Executive management activities at HQ supported 60 FTEs in FY 1997. Activities supported include: liaison with senior officials in Congress, the White House, OMB, and other agencies as well as State and local governments, and the private sector. These activities provide for the executive management, formulation and operation of the EERE programs including: establishing goals and objectives for the programs; assessing performance and effectiveness; and supporting the FY 1992 Energy Policy Act requirements and the Government Performance and Results Act.</p>	<p>The following is a breakdown of the funding by Object Class:</p> <p>HQ POLICY AND MANAGEMENT - ENERGY CONSERVATION</p> <p>11.9 Personnel compensation \$3,246</p> <p>12.1 Civilian personnel benefits \$766</p> <p>21.0 Travel and transportation of persons \$150</p> <p>22.0 Transportation of things \$0</p> <p>25.1 Advisory and assistance services \$0</p> <p>25.2 Other services \$4,019</p> <p>26.0 Supplies and Materials \$50</p> <p>Executive management activities at HQ will support 51 FTEs in FY 1998. Activities include: liaison with senior officials in Congress, the White House, OMB, and other agencies as well as State and local governments, and the private sector. These activities provide for the executive management, formulation and operation of the Energy Efficiency programs including: establishing goals and objectives for the programs; assessing performance and effectiveness; and supporting the FY 1992 Energy Policy Act requirements and the Government Performance and Results Act. Total obligations in FY 1998 are</p>	<p>The following is a breakdown of the funding by Object Class:</p> <p>HQ POLICY AND MANAGEMENT - ENERGY CONSERVATION</p> <p>11.9 Personnel compensation \$3,000</p> <p>12.1 Civilian personnel benefits \$600</p> <p>21.0 Travel and transportation of persons \$190</p> <p>22.0 Transportation of things \$200</p> <p>25.1 Advisory and assistance services \$0</p> <p>25.2 Other services \$11,212</p> <p>26.0 Supplies and Materials \$50</p> <p>In FY 1999, a total of \$3,990,000 is requested to support 45 FTEs for the executive management activities at HQ. Activities to be supported include: liaison with senior officials in Congress, the White House, OMB, and other agencies as well as State and local governments, and the private sector.</p> <p>These activities provide for the executive management, formulation and operation of the EERE programs including: establishing goals and objectives for the programs; assessing performance and effectiveness; and supporting the FY 1992 Energy Policy Act requirements and the</p>

### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
Headquarters - Salaries and Related Expenses (Cont'd)	In FY 1997 funding obligations for HQ operations totaled \$8,739,000. This included \$7,145,000 in new budget authority, \$253,000 internally reprogrammed for the shortfall in Federal salaries, from prior year balances from the Policy and Management accounts. (\$4,398)	estimated at \$8,231,000. This includes \$7,494,000 in new budget authority and up to \$737,000 in FY 1997 unobligated carryover from all of Policy and Management.  Funding Requirements for Headquarters FTEs totals \$4,162,000 of which \$3,425,000 will be from new budget authority (shown in annotation below) and up to \$737,000 will be funded from FY 1997 unobligated carryover from other Policy and Management accounts. (\$3,425)	Government Performance and Results Act. (\$3,990)
	\$ 4,398	\$ 3,425	\$ 3,990
Headquarters - Contractual Services	WORKING CAPITAL FUND (WCF): The WCF supported all administrative services for headquarters employees such as: rent, automated office support, contract close out and audits, telephone services, postage, printing and graphics, and similar services previously included in the Departmental Administration account under the Energy and Water Development Appropriations.  In FY 1997, a total of \$3,846,000 was obligated for the WCF. This	WORKING CAPITAL FUND (WCF): A total of \$4,019,000 for the WCF will support all administrative services for headquarters employees such as: rent, automated office support, contract close out and audits, telephone services, postage, printing and graphics, and similar services.	WORKING CAPITAL FUND (WCF): A total of \$4,180,000 is requested for the WCF to support all administrative services for headquarters employees such as: rent, automated office support, contract close out and audits, telephone services, postage, printing and graphics, and similar services. The Office of Energy Efficiency and Renewable Energy (EE) has programs under the jurisdiction of both the Interior and Related Agencies (Interior) and Energy and Water Development (EWD) Appropriations

### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
Headquarters - Contractual Services (Cont'd)	<p>included \$3,000,000 in new budget authority and \$846,000 in FY 1996 unobligated carryover funds from former Policy and Management activities. The Office of Energy Efficiency and Renewable Energy (EE) has programs under the jurisdiction of both the Interior and Related Agencies (Interior) and Energy and Water Development (EWD) Appropriations Committees. FY 1997 was the first year of operation of the WCF and the \$3,000,000 was requested and appropriated on the basis of a 50/50 ratio for Interior and EWD.</p> <p>Rent was the largest component of the WCF with FY 1997 obligations of \$2,581,000. (\$3,000)</p> <p>CONTRACT SUPPORT: A total of \$32,000 in unobligated carryover funding supported contractual services for supplies and materials. In FY 1997, crosscutting activities were funded primarily from within the Energy Efficiency programs which most benefitted from the work. (\$32)</p>	<p>Rent is the largest component of the Working Capital Fund in FY 1998 with FY 1998 funding requirement of \$2,802,000. (\$4,019)</p> <p>CONTRACT SUPPORT: A total of \$50,000 will support contractual services for supplies and materials. (\$50)</p>	<p>Committees. FY 1997, the funding for the WCF was requested on a 50/50 ratio for Interior and EWD. In FY 1998 and FY 1999, split for the WCF more closely parallels the ratio of the FTEs. This is a more equitable distribution of the funding request since the costs of the Working Capital Fund are primarily driven by the number of staff supported, and approximately 75% of this Office's FTEs are in Interior.</p> <p>An estimated \$2,817,000 will be needed for rent in FY 1999. (\$4,180)</p> <p>CONTRACT SUPPORT: Funds are requested for support services such as: mailroom; travel processing; environment, health, and safety support; computer systems development; computer hardware and software installation, configuration, and maintenance activities; and budget and program formulation and presentation activities. (\$2,082)</p>

**III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)**

Activity	FY 1997	FY 1998	FY 1999
Headquarters - Contractual Services (Cont'd)	CROSSCUTTING SUPPORT: In FY 1997, crosscutting activities were funded primarily from within the Energy Efficiency programs which most benefitted from the work. (\$0)	CROSSCUTTING SUPPORT: In FY 1998, the Office of Energy Efficiency and Renewable Energy, in accordance with committee guidelines and regulations, will work to identify viable options that will permit the continuation of the most critical crosscutting activities at a \$7,000,000 level. (\$0)	<p>CROSSCUTTING SUPPORT: A total of \$5,000,000 is requested for the consolidation of all crosscutting functions, analytical research, enhanced performance measurement and program evaluation activities included for program development and review; performance-based planning; budget formulation and execution; and personnel management.</p> <p>Contract support is requested to provide analysis, information and decision support to all levels of EE management for planning; budget formulation and financial management; project monitoring, management, and integration; communication, outreach and customer service to EE corporate customers to facilitate meeting corporate goals. Principle activities to be undertaken include: development of a revised EE strategic plan; continued refinement of the Strategic Principles planning process to perform scenario-based portfolio analysis and support decision-making; corporate formulation of budget requests and presentation and explanation of the requests; management and execution of</p>

**III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)**

Activity	FY 1997	FY 1998	FY 1999
Headquarters - Contractual Services (Cont'd)			corporate-level communications, information transfer and outreach to corporate customers; analysis of markets and policies; and development of comprehensive, state-of-the art and peer reviewed program benefit estimates and performance measures across all EE programs (both required by the Government Performance and Results Act of 1993); technical analysis of Federal and state policies, standards, and proposed legislation on EERE's ability to execute authorized and appropriated programs; evaluation of climate change policies and their impact on EERE research and development; analysis of impacts of reauthorization of Clean Air Act; strategic partnerships with non-governmental organizations to evaluate impact of EERE policy on the economy; partnerships with private sector and non-governmental organizations to evaluate new deployment opportunities for EERE technologies; partnerships with national and private laboratories to determine R&D priorities. (\$5,000)
	\$ 3,000	\$ 4,069	\$ 11,262

### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
Headquarters			
Subtotal	\$ 7,398	\$ 7,494	\$ 15,252
Golden Field Office - Salaries and Related Expenses	<p>The following is a breakdown of the funding by Object Class for the Golden Field Office:</p> <p>11.9 Personnel compensation \$2,115  12.1 Civilian personnel benefits \$390  21.0 Travel and transportation of persons \$147  22.0 Transportation of things \$3  23.2 Rental payments to others \$250  23.3 Communications, utilities, and miscellaneous charges \$37  24.0 Printing and reproduction \$3  25.1 Advisory and assistance services \$1,477  25.2 Other services (training, service agreements) \$14  26.0 Supplies and materials \$69</p> <p>FY 1997 funding supported 25 FTEs to permit the continued operation of the Golden Field Office (GO) which was established in late 1992 to consolidate all field responsibilities for the Energy Efficiency and Renewable Energy (EE) programs at the National Renewable Energy Laboratory (NREL), six EE Support Offices, and the Golden Field Office. This</p>	<p>The following is a breakdown of the funding by Object Class for the Golden Field Office:</p> <p>11.9 Personnel compensation \$3,080  12.1 Civilian personnel benefits \$616  21.0 Travel and transportation of persons \$155  22.0 Transportation of things \$45  23.2 Rental payments to others \$255  23.3 Communications, utilities, and miscellaneous charges \$45  24.0 Printing and reproduction \$5  25.1 Advisory and assistance services \$260  25.2 Other services (training, service agreements) \$15  26.0 Supplies and materials \$70</p> <p>The FY 1998 funding will support 35 FTEs to permit the continued operation of the Golden Field Office (GO) which consolidated all field responsibilities for the Energy Efficiency and Renewable Energy (EE) programs at the National Renewable Energy Laboratory (NREL), six EE Support Offices, and the Golden Field Office. This</p>	<p>The following is a breakdown of the funding by Object Class for the Golden Field Office:</p> <p>11.9 Personnel compensation \$3,161  12.1 Civilian personnel benefits \$645  21.0 Travel and transportation of persons \$162  22.0 Transportation of things \$50  23.2 Rental payments to others \$260  23.3 Communications, utilities, and miscellaneous charges \$45  24.0 Printing and reproduction \$0  25.1 Advisory and assistance services \$372  25.2 Other services (training, service agreements) \$15  26.0 Supplies and materials \$70</p> <p>The FY 1999 request will support 36 FTEs to permit the continued operation of the Golden Field Office (GO) which was established in late 1992 to consolidate all field responsibilities for the Energy Efficiency and Renewable Energy (EE) programs at the National Renewable Energy Laboratory (NREL), six EE Support Offices, and</p>

### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
Golden Field Office - Salaries and Related Expenses (Cont'd)	<p>dedicated field organization is responsive to a technology program that spans a large continuum ranging from scientific research to commercialization and outreach activities. Also, it emphasizes customer orientation, innovation and partnerships, not only with private industry, but with Federal laboratories, States, and localities.</p> <p>GO managed and administered the Management and Operating contract for NREL and as such is the Federal manager for NREL program planning and execution, budget and financial management, information resource management, site infrastructure and construction, environment safety and health, procurement oversight, work for non-DOE entities, and various other program functions. Nearly one-half (45%) of the Energy Efficiency and Renewable Energy program at NREL was in support of Energy Conservation programs including significant efforts in areas such as Alternative Fuels Utilization, Electric and Hybrid Propulsion, Building Systems Research, Municipal Solid Wastes, Industrial Separations, and Integrated Resource Planning.</p>	<p>dedicated field organization is responsive to a technology program that spans a large continuum ranging from scientific research to commercialization and outreach activities. Also, it emphasizes customer orientation, innovation and partnerships, not only with private industry, but with Federal laboratories, States, and localities.</p> <p>GO manages and administers the Management and Operating contract for NREL and as such is the Federal manager for NREL program planning and execution, budget and financial management, information resource management, site infrastructure and construction, environment safety and health, procurement oversight, work for non-DOE entities, and various other program functions. Approximately half of the Energy Efficiency and Renewable Energy program at NREL will be in support of Energy Conservation programs including significant efforts in areas such as Alternative Fuels Utilization, Electric and Hybrid Propulsion, Building Systems Research, Municipal Solid Wastes, Industrial Separations, and Integrated Resource Planning.</p>	<p>the Golden Field Office. This dedicated field organization is responsive to a technology program that spans a large continuum ranging from scientific research to commercialization and outreach activities. Also, it emphasizes customer orientation, innovation and partnerships, not only with private industry, but with Federal laboratories, States, and localities.</p> <p>GO manages and administers the Management and Operating contract for NREL and as such is the Federal manager for NREL program planning and execution, budget and financial management, information resource management, site infrastructure and construction, environment safety and health, procurement oversight, work for non-DOE entities, and various other program functions. Approximately half of the Energy Efficiency and Renewable Energy program at NREL will be support of Energy Conservation programs including significant efforts in areas such as Alternative Fuels Utilization, Electric and Hybrid Propulsion, Building Systems Research, Municipal Solid Wastes, Industrial Separations, and Integrated Resource Planning.</p>

### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
Golden Field Office - Salaries and Related Expenses (Cont'd)	GO also managed a wide variety of efficiency and renewable programs by contracting with commercial vendors, non-profit entities, and colleges and universities. These GO activities included all DOE actions from initial solicitation through the business and technical management of each contract. (\$2,655)	GO also manages a wide variety of efficiency and renewable programs by contracting with commercial vendors, non-profit entities, and colleges and universities. These GO activities will include all DOE actions from initial solicitation through the business and technical management of each contract. (\$3,896)	GO also manages a wide variety of efficiency and renewable programs by contracting with commercial vendors, non-profit entities, and colleges and universities. These GO activities will include all DOE actions from initial solicitation through the business and technical management of each contract and performance measurement. These staff also have significant level of responsibility for implementation of relevant portions of EPACT. (\$4,018)
	\$ 2,655	\$ 3,896	\$ 4,018
Golden Field Office - Contractual Services	A total of \$1,850,000 was for contractual services to support the continued operation of the Golden Field Office. Needed contractual services included such activities as rent, utilities, communications, printing, supplies and materials, transportation of things, and advisory and assistance services. (\$1,850)	A total of \$650,000 will support landlord activities including contractual services associated with the operation of the Golden Field Office. The landlord activities include: expendable office supplies and materials; telecommunications and utilities costs; training; purchase of goods and services from Government accounts; printing and graphics; postage; maintenance and service agreements; publications; rental payments to GSA and others; advisory and assistance services; support services; and program support activities. (\$650)	A total of \$772,000 is requested for landlord activities including contractual services associated with the operation of the Golden Field Office. The landlord activities include: expendable office supplies and materials; telecommunications and utilities costs; training; purchase of goods and services from Government accounts; printing and graphics; postage; maintenance and service agreements; publications; rental payments to GSA and others; advisory and assistance services; support services; and program support activities. The increase



### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
Golden Field Office - Contractual Services (Cont'd)			reflects a nominal increase for activities such as support services and rent. (\$772)
	\$ 1,850	\$ 650	\$ 772
Golden Field Office Subtotal	\$ 4,505	\$ 4,546	\$ 4,790
Regional Support Offices - Salaries and Related Expenses	<p>The following is a breakdown of the funding by Object Class for the Regional Support Offices:</p> <p>REGIONAL SUPPORT OFFICES (RSOs) - ENERGY CONSERVATION RSO FY 1997 Object Class</p> <p>11.9 Personnel compensation \$5,980</p> <p>12.1 Civilian personnel benefits \$1,167</p> <p>13.1 Benefits for former personnel \$274</p> <p>21.0 Travel and transportation of persons \$823</p> <p>22.0 Transportation of things \$37</p> <p>23.1 Rental payments to GSA \$1,315</p> <p>23.2 Rental payments to others \$45</p> <p>23.3 Communication, utilities, misc. charges \$287</p> <p>24.0 Printing and reproduction \$3</p> <p>25.1 Advisory and assistance</p>	<p>The following is a breakdown of the funding by Object Class for the Regional Support Offices:</p> <p>REGIONAL SUPPORT OFFICES (RSOs) - ENERGY CONSERVATION RSO FY 1998 Object Class</p> <p>11.9 Personnel compensation \$6,740</p> <p>12.1 Civilian personnel benefits \$1,361</p> <p>13.1 Benefits for former personnel \$ 0</p> <p>21.0 Travel and transportation of persons \$917</p> <p>22.0 Transportation of things \$45</p> <p>23.1 Rental payments to GSA \$1,460</p> <p>23.2 Rental payments to others \$50</p> <p>23.3 Communication, utilities, misc. charges \$316</p> <p>24.0 Printing and reproduction \$27</p> <p>25.1 Advisory and assistance</p>	<p>The following is a breakdown of the funding by Object Class for the Regional Support Offices:</p> <p>REGIONAL SUPPORT OFFICES (RSOs) - ENERGY CONSERVATION RSO FY 1999 Object Class</p> <p>11.9 Personnel compensation \$7,284</p> <p>12.1 Civilian personnel benefits \$1,457</p> <p>13.1 Benefits for former personnel \$ 0</p> <p>21.0 Travel and transportation of persons \$1,177</p> <p>22.0 Transportation of things \$54</p> <p>23.1 Rental payments to GSA \$1,602</p> <p>23.2 Rental payments to others \$75</p> <p>23.3 Communication, utilities, misc. charges \$345</p> <p>24.0 Printing and reproduction \$50</p> <p>25.1 Advisory and assistance</p>

### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
Regional Support Offices - Salaries and Related Expenses (Cont'd)	services \$1,126 25.2 Other services (training, service agreements) \$333 25.3 Purchases of goods/services from Govt. accounts \$50 25.7 Operation and maintenance of equipment \$50 26.0 Supplies and materials \$136 31.0 Acquisition of equipment: ADP equipment \$50  A total of \$11,676,000 was obligated in FY 1997 to the continued operation of the six streamlined Regional Support Offices (RSOs). The funding included \$10,400,000 in new budget authority and \$1,276,000 in FY 1996 unobligated carryover. A total of \$7,421,000 in obligations supported 105 FTEs including \$274,00 for personnel costs (such as severance pay and unemployment compensation) associated with the previous close-out of four RSOs. The staff implemented "reengineered" grantmaking functions initiated in FY 1996 to enhance the flexibility for grantees to choose how to best achieve the goals of increased deployment of energy efficiency and renewable energy technologies and practices. Also, the RSOs implemented technology deployment activities to promote partnering with	services \$1,182 25.2 Other services (training, service agreements) \$142 25.3 Purchases of goods/services from Govt. accounts \$50 25.7 Operation and maintenance of equipment \$50 26.0 Supplies and materials \$50 31.0 Acquisition of equipment: ADP equipment \$ 0  A total of \$12,390,000 will support the continued operation of the Regional Support Offices (RSOs) in FY 1998. Of this total, \$8,101,000 will support 117 FTEs at the RSOs. The staff will continue to implement "reengineered" grant-making functions to enhance the flexibility for grantees to choose how to best achieve the goals of increased deployment of energy efficiency and renewable energy technologies and practices and they will implement technology deployment activities to promote partnering with customers and stakeholders in the field. (\$8,101)	services \$1,450 25.2 Other services (training, service agreements) \$731 25.3 Purchases of goods/services from Govt. accounts \$165 25.7 Operation and maintenance of equipment \$120 26.0 Supplies and materials \$280 31.0 Acquisition of equipment: ADP equipment \$200  A total of \$14,990,000 is requested to provide for the continued operation of the Regional Support Offices (RSOs) in FY 1999. Of this total, \$8,741,000 will support 121 FTEs at the RSOs. The staff will continue to implement "reengineered" grant-making functions to enhance the flexibility for grantees to choose how to best achieve the goals of increased deployment of energy efficiency and renewable energy technologies and practices and they will implement technology deployment activities to promote partnering with customers and stakeholders in the field. Also, the RSOs will facilitate and promote energy-related planning at state and local government levels; report to Headquarters on partnerships and opportunities with constituent communities for EERE; provide

**III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)**

Activity	FY 1997	FY 1998	FY 1999
Regional Support Offices - Salaries and Related Expenses (Cont'd)	customers and stakeholders in the field. (\$7,421)		limited technical assistance for state consolidated grants; represent EERE interests through regional organizations (i.e., Regional Federal Executive Boards, Regional Energy Boards, Energy Councils). (\$8,741)
	\$ 7,421	\$ 8,101	\$ 8,741
Regional Support Offices - Contractual Services	A total \$4,255,000 supported the continued operation of the six Regional Support Offices and included \$2,156,000 in FY 1997 new budget authority and \$1,276,000 from FY 1996 unobligated carryover balances. Needed contractual services included such activities as rent, utilities, communications, printing, supplies and materials, transportation of things, and advisory and assistance services. (\$2,979)	A total of \$4,289,000 is for contractual services in FY 1998 to support the continued operation of the six Regional Support Offices. Needed contractual services included such activities as rent, utilities, communications, printing, supplies and materials, transportation of things, and advisory and assistance services. (\$4,289)	A total of \$6,249,000 is requested in FY 1998 for contractual services to support the continued operation of the six Regional Support Offices. Needed contractual services include such activities as rent, utilities, communications, printing, supplies and materials, transportation of things, and advisory and assistance services. Increase advisory and assistance and other services will support anticipated workload increases required to process ongoing and planned initiatives relating to Climate Change, utility restructuring, Clean Air Act reauthorization, etc. The RSOs will also accelerate continuous improvement efforts to enhance productivity and work force performance. (\$6,249)
	\$2,979	\$ 4,289	\$ 6,249

### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
Regional Support Offices - Subtotal	\$ 10,400	\$ 12,390	\$ 14,990
International Market Development	<p>COEECT facilitated REIA-Asia conference to showcase U.S. technologies; assist U.S. companies to capitalize on international voluntary programs; continuation and expansion of long-term international deal-making activities; creation of training exercises and demonstrations for international energy firms. (\$1,000)</p> <p>Promote continued access to Energy Efficiency Centers through contracted work and Internet. (\$100)</p> <p>CADDET: Continued support for U.S. participation in this international cooperative effort. Support the collection and dissemination of information on U.S. EE and RE technologies. Collect and disseminate to U.S. industry data on innovative applications of EE technologies in other countries. Conduct workshops to increase worldwide awareness of U.S. EE products and services. (\$870)</p>	<p>COEECT will continue to develop and implement an international strategy for U.S. energy efficiency industries; increased focus on Latin America. (\$900)</p> <p>Promote continued access to Energy Efficiency Centers through contracted work and Internet. (\$100)</p> <p>CADDET: Continue support for U.S. participation in this international cooperative effort. Support the collection and dissemination of information on U.S. EE and RE technologies. Collect and disseminate to U.S. industry data on innovative applications of EE technologies in other countries. Conduct workshops to increase worldwide awareness of U.S. EE products and services. (\$960)</p>	<p>COEECT will continue to develop and implement an international strategy for U.S. energy efficiency industries; conduct trade missions to emerging markets; utilize local experts to assist U.S. firms in identifying viable customers; continued focus on Asia markets and increased focus on Latin America. (\$1500)</p> <p>Promote continued access to Energy Efficiency Centers through contracted work and Internet and linkage to COEECT activities. (\$100)</p> <p>CADDET: Continue support for U.S. participation in this international cooperative effort. Support the collection and dissemination of information on U.S. EE and RE technologies. Collect and disseminate to U.S. industry data on innovative applications of EE technologies in other countries. Conduct workshops to increase worldwide awareness of U.S. EE products and services. (\$660)</p>

### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
International Market Development (Cont'd)	APEC: Continued the U.S.'s leadership role in the energy efficiency subcommittees of this international cooperative effort. Continue dialogue and involvement with member countries. Identify viable market opportunities and coordinate activities with U.S. EE industry. Develop specific projects to showcase U.S. technologies in member countries. (\$555)	APEC: Continue the U.S.'s leadership role in the energy efficiency subcommittees of this international cooperative effort. Continue dialogue and involvement with member countries. Identify viable market opportunities and coordinate activities with U.S. EE industry. Develop specific projects to showcase U.S. technologies in member countries. (\$590)	APEC: Continue the U.S.'s leadership role in the energy efficiency subcommittees of this international cooperative effort. Continue dialogue and involvement with member countries. Identify viable market opportunities and coordinate activities with U.S. EE industry. Develop specific projects to showcase U.S. technologies in member countries. (\$590)
	GREENTIE: Continued participation in this international effort to reduce green house gas emissions. Continue support for the upkeep of the directory of green house gas technology centers and the supporting networks. Continue support for Greentie National Team activities. Provide U.S. industry information on potential market opportunities in targeted regions. (\$75)	GREENTIE: Continue participation in this international effort to reduce green house gas emissions. Continue support for the upkeep of the directory of green house gas technology centers and the supporting networks. Continue support for Greentie National Team activities. Provide U.S. industry information on potential market opportunities in targeted regions. (\$50)	GREENTIE: Continue participation in this international effort to reduce green house gas emissions. Continue support for the upkeep of the directory of green house gas technology centers and the supporting networks. Continue support for Greentie National Team activities. Provide U.S. industry information on potential market opportunities in targeted regions. (\$50)
	Continued implementation of Ukraine Energy Efficiency Financing Initiative with FY 1996 funds. (\$0)	Complete implementation of Ukraine Energy Efficiency Financing Initiative begun in FY 1996. (\$0)	Complete implementation of Ukraine Energy Efficiency Financing Initiative begun in FY 1996 and capitalize on opportunities created for U.S. industries. (\$0)
	\$ 2,600	\$ 2,600	\$ 2,900

### III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)

Activity	FY 1997	FY 1998	FY 1999
Information and Communications Program	Continued operation of EREC with reduced funding (Energy and Water \$0) to provide technical assistance and information in response to increasing public inquiries (approximately 60,000 per year). (\$1,100)	Continue operation of EREC to provide technical assistance and information in response to increasing public inquiries (approximately 95,000 per year). (\$1,100)	Continue operation of EREC to provide technical assistance and information in response to increasing public inquiries (approximately 95,000 per year). Improve the timeliness and quality of products delivered to increase level of customer satisfaction; produce report on customer inquiries, responses and customer satisfaction. (\$1,250)
	Continued support, promotion and use of EREN, a coordinated system linking multiple existing information and technical assistance services. (\$400)	Continue support, promotion and use of EREN, a coordinated system linking multiple existing information and technical assistance services. (\$450)	Continue support, promotion and use of EREN, a coordinated system linking multiple existing information and technical assistance services. Improve development of website and maintain and update relevant and timely information on EERE programs and technologies; produce report on customer usage and satisfaction. (\$750)
	\$ 1,500	\$ 1,550	\$ 2,000
Centers of Excellence	No Activities. (\$0)	No Activities. (\$0)	The Centers of Excellence for Sustainable Development, CESD, are designed to provide a more efficient delivery mechanism to move EERE technologies into the market place. CESDs will also strive to address the needs of customers who seek a comprehensive portfolio of EERE

**III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)**

<u>Activity</u>	<u>FY 1997</u>	<u>FY 1998</u>	<u>FY 1999</u>
Centers of Excellence (Cont'd)			<p>programs and services which cut across all sectors at the lowest possible cost to EERE.</p> <p>Specifically, the FY 1999 budget will focus on two critical areas: provide access to EERE technologies to mitigate the effects of disasters on State and local governments and other entities; and provide technical assistance to more adequately address their increasing demands concerning the role of energy efficiency in fostering economic growth and protecting the environment. Natural disaster activities include partnering with states and local organizations to facilitate demonstration of energy efficient technologies following natural disasters. Technical assistance: the Centers will also assist the states, professional/technical organizations and institutions of higher learning who have demonstrated the resolve to revise building codes and construction practices in order to reach out to builders, homeowners, and the insurance industry in a concerted effort to accelerate use of EERE technologies. (\$2,000)</p>
	\$ 0	\$ 0	\$ 2,000

**III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)**

Activity	FY 1997	FY 1998	FY 1999
Strategic Policy Initiatives	No Activities. (\$0)	No Activities. (\$0)	<p>This request supports critical climate change Technology Initiatives including: low-carbon electricity restructuring; credit incentives and trading; and economic, science, and program evaluations. The President established basic principles and a credible framework for taking action on climate change. However, substantial additional analyses will be required to design a rational and effective policy to meet the greenhouse gas emission goals. Without such analysis in the early phases of policy development, important policies such as early crediting are likely to fall short of their potential to contribute to cost-effective emission reductions. This request is an essential component of the President's climate proposal, and will enable the Department and the Administration to ensure that early commitments of public and private resources devoted to emission reduction have maximum effectiveness.</p> <p>The early credit concept, in particular, requires a substantial analytical effort to define and implement. While the current voluntary reporting program established under Energy Policy Act</p>



**III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)**

Activity	FY 1997	FY 1998	FY 1999
Strategic Policy Initiatives (Cont'd)			<p>Section 1605(b) has proved useful, it is wholly inadequate to generate a verifiable, credible property right for early emission reduction credits. The original 1605(b) reporting system required well over \$1.0 million to develop through a series of focused technical workshops and follow-up analysis, and a similar amount would be necessary to improve the system to generate early emission credits.</p> <p>The proposed analyses will be performed in conjunction with the DOE Office of Policy and are especially important given the likely interactions between early crediting, tax incentives, and R&amp;D priorities. There currently are no resources available to provide integrated analyses of detailed policy options, increasing the risk that such policies could either work at cross-purposes or could squander significant public and private resources on duplicative and redundant efforts. For example, basic issues such as whether tax incentives should be made available for projects that also apply for early credit have not been analyzed, where a danger of windfall tax benefits clearly exist. The President also called for integrated scientific and</p>

**III. Performance Summary: POLICY AND MANAGEMENT - EC (Cont'd)**

Activity	FY 1997	FY 1998	FY 1999
Strategic Policy Initiatives (Cont'd)			economic assessments to guide the establishment of a long-term concentration target and to continually inform policy development. (\$2,500)
	\$ 0	\$ 0	\$ 2,500
Policy and Management - EC Total	\$ 26,403	\$ 28,580	\$ 44,432